



Women's organisations; the 'net beneath the net'

*The Role of the women's voluntary and community organisations and
benefit of specialist women's services*

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Understanding and supporting
women and their organisations

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About the Women's Resource Centre

WRC is a unique charity which supports women's voluntary and community organisations to be more effective and sustainable. We provide training, information, resources and one-to-one support on a range of organisational development issues. We also lobby decision makers on behalf of the women's not-for-profit sector for improved representation and funding.

Our members work in a wide range of fields including health, violence against women, employment, education, rights and equality, the criminal justice system and the environment. They deliver services to and campaign on behalf of some of the most marginalised communities of women.

There are over ten thousand people working or volunteering for our members who support almost half a million individuals each year.

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About London for All

London for All assists voluntary and community organisation strengthen its knowledge and skills, work more effectively and efficiently, deliver more accessible services and better support service users.

This partnership project, led by London Voluntary Service Council (LVSC), offers insight and learning, plus understanding of the practical application of such expertise.

London for All partners is Race on the Agenda, HEAR, Lasa and Women's Resource Centre.

Introduction

Women's Organisations 'net beneath the net' seeks to increase further understanding of the role of Women's Voluntary and Community Organisations (WVCOs), the value of specialist women's organisations both within and beyond the area of violence against women and girls and highlights the need for women specialist services, particularly those that are led by and for ethnic minority women. With increased knowledge and interest we would urge commissioners and decision makers to recognise the value of the women's VCOs and understand that **supporting women supports families and wider society**.

Despite recognition of the women's VCOs added value, some commissioners concede that their knowledge of women's voluntary and community organisations is limited.

This e-guide is in recognition of the value of women's VCOs across a wide range of issues. Furthermore to provide commissioners with knowledge about women's VCOs as they grapple with 'efficiency savings' and shrinking commissioning departments in local government and health directed to the streamlining of public and social services. There is a very real danger of losing the knowledge and skills of the women's VCOs as they are further marginalised within these policy agendas.

Women's VCOs "*seek to improve the status and situation of women*".¹ Embedded in communities, women's VCOs work with many of the most marginalised and vulnerable women within society. They have a unique reach within communities and fill essential gaps in statutory provision often created because mainstream services are non-existent or inappropriate. As the '**net beneath the net**,' women's VCOs meet the needs of marginalised women and provide them with a public voice.

The economic benefits of women specialist services are significant, saving the state millions of pounds per year, such as through improving women's job opportunities or through preventing re-victimisation (e.g. domestic violence) or health problems arising or worsening.¹ For example, women-only services are value for money. A social return on investment analysis of specialist women's services found that for every £1 invested in those surveyed, between £5 and £11 worth of social value was generated for the women, their families, the State and local economies and communities.²

¹ Women's Resource Centre (2011) Why Women? Campaign Anthology. WRC: London
http://www.wrc.org.uk/includes/documents/cm_docs/2011/w/ww_anthology_final_2011.pdf

² Women's Resource Centre (2011) Hidden Value: Demonstrating the extraordinary impact of women's voluntary and community organisations. WRC: London
http://www.wrc.org.uk/resources/wrcs_research_and_reports/sroi.aspx

A snapshot of Women’s voluntary and community organisation in London

A database of organisations drawn from existing lists from the Women’s Resource Centre (WRC), National Alliance of Women’s Organisations (NAWO), information held by the various London Borough’s and by Councils, and various enquiries with existing women’s online networks, feminist networks and signposting projects. The resultant database highlights the name of the organisation, the work it does and relevant contact and website details. Just over 700 organisations in London were identified as providing services to women out of which 300 could be considered as being a ‘women-only organisation.

The organisations provide advice, information and support services for women across a wide range of themes:

Accommodation/resettlement	Advocacy	BME specific	Campaigning	Childcare	Counselling
Cultural	Domestic Violence	Education	Emergency Accommodation	Employment	Faith
Financial aid	Health	Legal advice	Outreach	Material Aid	Mental Health
Social	Refugee/Asylum	Trafficking	Training	Violence Against Women	Welfare

The value and benefit of specialist women’s services

The Social Return on Investment (SROI) approach was used to determine the contributions of, and the social value created by, the women’s organisations. SROI is a method for measuring and reporting on the social, environmental and economic value created by an activity or intervention. SROI is a particularly useful tool for identifying the benefits of women’s VCOs to the women they support. Benefits include better mental health and emotional well-being and increased self-worth and confidence. A social return on investment analysis of specialist women’s services found that for every £1 invested in those surveyed, between £5 and £11 worth of social value was generated for the women, their families, the State and local economies and communities.³

Women’s VCOs play an important role in supporting hard to reach groups. Founded on an ethos of empowerment and shaped by a woman-centred approach, they offer a holistic solution to meet both women’s multiple needs and wider societal problems. For example, women’s VCO’s work with what a woman needs and therefore provide more than one service. Rape crisis centres on average provide between 2 to 14 different types of services for clients who see them: 1) supporting women to go to the police 2) pre- and post- court support, 3) family support, 4) child protection, 5) prevention, 6) telephone counselling, 7) group work, 8) support and advocacy,

³ Women’s Resource Centre (2011) Hidden Value: Demonstrating the extraordinary impact of women’s voluntary and community organisations. WRC: London
http://www.wrc.org.uk/resources/wrcs_research_and_reports/sroi.aspx

9) social befriending, 10) reduce alcohol and drugs intake, 11) back into employment and education, 12) stop self-harming, risky behaviour and 13) struggling with eating disorders⁴.

Women's VCOs unique reach within communities provides an important gateway for engagement with marginalised groups and their work is central to the Government's Localism and Public Health agendas. Women's organisations provide a valuable opportunity for commissioners and decision makers to connect with the needs of grassroots women and offer a mechanism for ensuring that women's voices are represented in local decision-making.

Specialist women's VCOs also promote broader benefits to society by tackling social exclusion and promoting community cohesion. Their services help to integrate women into wider society and help to bring women of different faiths and ethnicities together. They are able to overcome cultural barriers and accommodate linguistic diversity, as well as having detailed knowledge about women's cultural identities and their experiences. Women's VCOs acknowledge the diversity of the female experience and design and deliver effective and tailored services that are sensitive to women's needs across the equalities spectrum.⁵ They also address prejudice and discrimination and further women's rights.⁶

Through their preventative work, women's VCOs create significant financial savings to the State, reducing the strain on public services and offering broader benefits for wider society. According to the Home Office the minimum cost to the State of Violence Against Women and Girls (VAWG) is £37.6 billion per year.⁷ By supporting survivors of domestic abuse, for example, the women's VCOs can create savings to the State by preventing short and long term physical and mental health problems, such as substance misuse.

Women's VCOs that support women who have experienced violence could save the State a significant amount of money in supporting survivors. For example, each rape case is estimated to cost £74,000 each year, which is slightly less than the average income of a Rape Crisis Centre (£81,500).⁸ According to the previous government's Sexual Violence and Abuse Action Plan, *"much of this cost [of rape] is made up of lost output and costs to the health service resulting from long term health issues faced by victims. Addressing problems early should help prevent these long-term costs"*.⁹

January 2015 figures from the Crime Survey for England and Wales (CSEW) show that the numbers of rapes (24,043) and other sexual offences (48,934) are the highest recorded by the police since 2002/03. As well as improvements in recording, this is thought to reflect a greater willingness of victims to come forward to report such crimes¹⁰.

⁴ The Crisis in Rape Crisis, (2008), Women's Resource Centre and Rape Crisis (England and Wales)

⁵ Women's Resource Centre (2011) Why Women? Campaign Anthology. WRC: London
http://www.wrc.org.uk/includes/documents/cm_docs/2011/w/ww_anthology_final_2011.pdf

⁶ Women's Resource Centre (2007), *Why women-only?: The value and benefit of by women, for women services*,
<http://tinyurl.com/3cohxg6>

⁷ Newbigging, Karen and Kathryn Abel (2006), Supporting Women Into the Mainstream, Commissioning Women Only Community Day Services, Department of Health

⁸ Women's Resource Centre, (2008) 'The Crisis in Rape Crisis' <http://tinyurl.com/8npzjm2>

⁹ HM Government (2007), Cross-government Action Plan on Sexual Violence and Abuse, Home Office: London.
<http://www.homeoffice.gov.uk/documents/Sexual-violence-action-plan2835.pdf?view=Binary>

¹⁰ Crime Survey for England and Wales, Office for National Statistics, January 2015,
http://www.ons.gov.uk/ons/dcp171778_392380.pdf

Women's VCOs provide an important alternative for women who do not wish to access mainstream services. For example, on average just 10% of survivors of rape and sexual abuse who access Rape Crisis Centres report their experiences to the police.¹¹

Women's VCOs are unique in their ability to support, mobilise and inspire women and seek to establish long term solutions to the challenges they face. Across all issues, women's VCOs remain solution focused and work to advance the position of women by comprehensively supporting their needs. They help to empower women and provide them with the tools needed to rebuild their lives. For example, organisations providing VAWG services not only offer women-only spaces, where women feel safe, they empower women by helping them to regain control over their lives and bodies, and equip them with the information and support they need to make informed decisions about their future.

Any work done by women's VCOs to prevent instances of rape and to mitigate its devastating effects results in a direct saving for statutory services. Many services provide early interventions for women who suffer from violence; these services lessen the burden on public services, such as those provided by the NHS and local authorities, which are already under huge pressure. Well-funded women's voluntary and community organisations can help to reduce demand on these statutory services.

What are specialist women's services?

Specialist women's services address social exclusion and community cohesion, particularly through the provision of women-only services run by and for minority groups of women. These services reach and support women who are on the margins of communities, enabling them to access opportunities and empower themselves.

Women-only and specialist women's services are often led by and for specific communities of women. For example, specialist domestic and sexual violence services are often run by ex-service users and provide vital refuge and outreach support that enable survivors and their children to flee from perpetrators and seek support and safety in order to establish lives without violence.

The Black and Minority Ethnic (BME) women's VCOs provides culturally specific support to women that are run by BME women themselves and who are most effective in engendering women's trust.¹² Many BME women find that their cultural identities and experiences of violence are misunderstood and misrepresented within mainstream services. It is not surprising then, that in a recent Imkaan survey,¹³ 87% of BME women stated that they preferred to access specialist BME VAW services.

Culturally specific services are also best-placed to respond to forms of violence against women and girls (VAWG), which disproportionately affect BME women e.g. forced marriage, female

¹¹ Women's Resource Centre and Rape Crisis (England & Wales) (2008) *The Crisis in Rape Crisis: A survey of Rape Crisis (England and Wales) Centres*. WRC: London

¹² Women's Resource Centre (2011) *Why Women? Campaign Anthology*. WRC: London
http://www.wrc.org.uk/includes/documents/cm_docs/2011/w/ww_anthology_final_2011.pdf

¹³ Thaira, Ravi K & Sumanta Roy (2010), *Vital Statistics: The Experience of BAME Women and Children Facing Violence and Abuse*, Imkaan: London

genital mutilation and 'honour'-based violence. Due to their unique reach into communities, women's VCOs are able to integrate marginalised women into voluntary support services and ensure that they receive the help that they need,¹⁴ actively reaching out to women who are most at risk to work with socially excluded groups such as refugees and undocumented migrants.¹⁵ Women with no recourse to public funds who experience domestic violence are placed in an even more precarious situation due to their immigration status.¹⁶ Unable to access the state benefits such as housing benefit and income support, required to enter refuges, these women are left with limited routes to escape violence.¹⁷ This kind of access is not guaranteed through generic statutory services.

Women's VCOs are a vital part of the voluntary and community sector, providing much needed support to women, their families and the wider community. The women's VCOs has always needed to be creative in a climate where they are less likely to be funded than other groups; previous research has found that 70% of women's VCOs felt that being women-only made it more difficult to access funding.¹⁸

Why are specialist women's services needed?

The independence of women's VCOs enables them to access hard to reach groups and as their services are often led by and for specific communities of women, they provide effective and tailored support to meet the needs of women across the equalities spectrum. Research has shown that women's Black, Asian and Minority Ethnic organisations (BAME) are vital as they provide appropriate support to women whose issues are poorly understood in the 'mainstream'.¹⁹ These organisations have been critical in placing issues, such as so called 'honour killings' and Female Genital Mutilation (FGM), firmly on public and political agendas.

Specialist services for women are needed to ensure that women in need access any service at all. For example, there are very few services for lesbian and bisexual women across the UK and women's organisations supporting this group are consistently underfunded,²⁰ but these women are more likely to access these specialist services. There is evidence that many service users would not access support if it was not women-only. Therefore, many women in need of vital support services would not receive them. The possible consequences could include deterioration in health, missed employment and educational opportunities, ongoing violence etc.²¹

¹⁴ Thiara, Ravi K & Sumanta Roy (2010), Vital Statistics: The Experience of BAME Women and Children Facing Violence and Abuse, Imkaan: London <http://imkaan.org.uk/post/35197692890/vital-statistics-2-key-findings-report-on-bmer>

¹⁵ Järvinen, Justine, Angela Kail, Iona Miller (2008), Hard Knock Life: Violence against women, a guide for Donors and Funders', New Philanthropy Capital: London

¹⁶ Järvinen, Justine, Angela Kail, Iona Miller (2008), Hard Knock Life: Violence against women, a guide for Donors and Funders', New Philanthropy Capital: London

¹⁷ Jarvinen, Justine, Angela Kail, Iona Miller (2008), Hardknock Life: Violence against women, a guide for Donars and Funders, New Philanthropy Capital: London

¹⁸ Women's Resource Centre (2007), *Why women-only?: The value and benefit of by women, for women services*, <http://tinyurl.com/3cohxg6>

¹⁹ Home Office (2005) *Tackling domestic violence: Providing advocacy and support to survivors from Black and other minority ethnic communities, Development and Practice Report No.35*. Home Office: London.

²⁰ Women's Resource Centre (2010) *In All Our Colours: Lesbian, bisexual and trans women's services in the UK*. Women's Resource Centre: London <http://thewomensresourcecentre.org.uk/resources/intersecting-discrimination/lgbt-resources/>

²¹ Women's Resource Centre (2011), *Why Women? Campaign Anthology*. WRC: London <http://thewomensresourcecentre.org.uk/wp-content/uploads/Making-the-case-for-women-only-July-2011.pdf>

From women's refuges to local counselling services, it is widely acknowledged that gender sensitivity is a vital way of ensuring effective service delivery.²² "Women report feeling emotionally and psychologically supported in women-only settings because their diversity and their needs are appreciated in the context of their complex lives".²³ As shown in the field of health; women-only services provided by women's VCOs compliment the work of statutory services.²⁴ Generic provision often fails to recognise the importance of surrounding issues that impact on women's realities such as poverty, social isolation and past and present abuse.²⁵ Women's VCOs holistically address women's problems and provide a range of services that are supportive and responsive to women's requirements. As an active endorsement of this unique value, the government has commissioned women-only community day services for women with mental health issues and has pledged to eliminate mixed sex accommodation in hospitals.²⁶

Women VCOs services have built up specialist expertise in their field of work, which is all about identifying and meeting women's needs:

Specialist women's VCOs provide an incredible range of services, including providing advocacy support, helping women to find employment and raising awareness of issues affecting all groups of women such as health and environmental issues.

Women's voluntary and community organisations:

Provide independent frontline services which directly support the needs of women within their communities: Specialist organisations have a unique reach within communities, connecting women who may not otherwise access mainstream support. They offer therapeutic support, counselling, peer groups and many services in languages other than English, given within a sensitive framework and a safe environment.

Are led by and for women: Safely exploring their experiences with other women who share similar cultural backgrounds and understanding is essential for service users, where they can speak in their own language and be understood. Many staff within these organisations has suffered discrimination and social exclusion themselves and can identify with the problems and discrimination service users face. As a result, specialised women's voluntary and community organisations are essential in aiding those who are dealing with gender and culturally sensitive abuse.

Act as an important point of access for many Black, Asian, and Minority Ethnic (BAME) women: Many new arrivals to the UK have little information about their rights, often relying on women in their families and in their community for support. Many BAME women would also not access

²² Women's Resource Centre (2007), *Why women-only?: The value and benefit of by women, for women services*, <http://tinyurl.com/3cohxg6>

²³ Newbigging, Karen and Kathryn Abel (2006), *Supporting Women Into the Mainstream*, Commissioning Women Only Community Day Services, Department of Health http://www.socialinclusion.org.uk/publications/Womens_Day_Services_Doc.pdf

²⁴ Newbigging, Karen and Kathryn Abel (2006), *Supporting Women Into the Mainstream*, Commissioning Women Only Community Day Services, Department of Health http://www.socialinclusion.org.uk/publications/Womens_Day_Services_Doc.pdf
http://www.socialinclusion.org.uk/publications/Womens_Day_Services_Doc.pdf

²⁶ Same-sex accommodation. Taken from NHS website, 22/01/2010: <http://www.nhs.uk/choiceintheNHS/Rightsandpledges/samesexaccommodation/Pages/Overview.aspx>

²³. Becon (2004) in Bernadette Stiell and Ning Tang (2006) *Ethnic Minority Women and Access to the Labour Market in Newcastle*. Centre for Social Inclusion: Newcastle. p11.

mixed services for cultural and/or safety reasons. Additionally, research suggests that there is a growing reluctance for some communities to seek help and co-operate with local and central Government due to a perceived failure to address socioeconomic disadvantages in the community. Therefore, specialist women's VCOs have become a supportive environment for people who have been neglected or distrust statutory services.

Offer pathways to educational and vocational development: Women's VCOs provide women with the support they need to gain employment or training, including additional support by addressing barriers that women face to accessing mainstream services, for example, providing childcare, paying expenses, taking account of women's caring responsibilities and providing translators/interpreters. Respected grassroots women's VCOs that can build long term relationships with women are in the best position to tackle the barriers to BAME women's employment, including poor English and numerical skills, a lack of affordable childcare, and low self-confidence. Research on BAME women's access to the labour market found that women-led organisations provide a crucial empowering and representational role for this community *"enabling capacity building, civic engagement, combating social exclusion and tackling issues like discrimination and racism"*.

Address the causes and consequences of gender-based violence: Specialist women's VCOs acknowledge that women may experience repeated instances of abuse throughout their life cycle and acknowledge gendered violence in relation to the context of their lives rather than in relation to each instance of abuse. Women's VCOs, in particular Rape Crisis Centres, focus upon securing justice for survivors rather than securing a conviction and seek to rebuild women's self-esteem and equip them with the emotional skills needed to ensure a lasting recovery.

Research²⁷ has given numerous examples of how women's lives have been transformed by the work of women's VCOs. Impacts included women playing more active roles in their communities, savings to the state, and long-term freedom from violence, improved mental health, and economic independence through training and employment. For example, women's VCOs have specialist understanding of vulnerable women who are in contact with or at risk of becoming involved in the Criminal Justice System and expertise in providing solutions for women leaving custody and their children. They also support other agencies, engage in government consultations, undertake prevention work, and provide expertise to and take referrals from health and other statutory bodies.

The impact of changes in funding on specialist women's services

The recent shift away from grant giving to commissioning has had a profound impact on women's VCOs. Commissioning means that the process of choosing service providers is subject to competitive tendering – 'shopping for services' rather than needs-led grant making. There has been an emphasis on efficiency savings through streamlining the number of contracts and purchasing similar services from a single provider. This has a disproportionate effect on women's VCOs, particularly BAME services, as they are typically small providers that do not have the capacity to bid for large generic contracts. In the current climate, there is a lack of understanding of the need for women-only services, with funders favouring larger, generic providers.

²⁷ Women's Resource Centre (2011) *Why Women? Campaign Anthology*. WRC: London
http://www.wrc.org.uk/includes/documents/cm_docs/2011/w/ww_anthology_final_2011.pdf

Increasingly, as Government policy is becoming more gender neutral, specialised women's VCOs are finding it increasingly difficult to obtain funding and have to constantly justify their women-only status.

If specialist women's services continue to be undermined, and in worst case scenarios are forced to close, there will be significant costs to society through increased use of public services as a result of worsening social, economic, welfare, health, employment, criminal justice and education problems that could be avoided through sustainably funding women's VCOs and their women-only services.²⁸ Physical and sexual abuse has a detrimental effect upon women's physical and mental health, financial status and their futures.²⁹ Children are also more likely to suffer from poor mental health, experience suicidal tendencies or repeat the cycle of violence that they have seen. Research has shown that rates of domestic abuse were higher among women whose husbands were abused as children or who saw their mothers being abused.³⁰ Therefore, the work of specialist women's VCOs services is vital in terms of long-term change and government spending.

What do funders, commissioners and decision makers need to think about?

As local authorities are placed under pressure to make their money go further whilst reducing council tax, it is likely that funding for specialist services will be reduced in the economic downturn. Reliance on local funding would jeopardise diverse services, as the arguments around funding priorities can be dictated by local politics rather than actual need.

There are concerns that the specialist expertise and experience of women's VCOs will be lost resulting in service providers that are inadequately trained or have insufficient understanding of the needs of women who have experienced VAWG and other issues. Furthermore, this also risks the loss of its founding feminist principles of empowerment, contextualising violence within gender relations and meeting women's needs.

A lack of recognition of the role and value of the women's VCOs within policy and commissioning frameworks has resulted in a trend across central government whereby specialist services are being overlooked for funding and investment in favour of large, generic providers who are being awarded contracts for the delivery of specialist women's services.³¹ We are seeing a systematic reduction in specialist equality services throughout the UK despite the Equality Act 2010 which includes provision for these groups. Losing women's specialist services can have a detrimental impact on the health and wellbeing of their particular population which that service served, with a loss of expertise in language, cultural understanding, or understanding of the distinctive circumstances of particular groups.³²

The focus must be on local and specialist services not large generic providers and multinationals. The Government must recognise and support the need for women's specialist and user-

²⁸ Women's Resource Centre (2007), *Why women-only?: The value and benefit of by women, for women services*, <http://tinyurl.com/3cohxg6>

²⁹ Järvinen, Justine, Angela Kail, Iona Miller (2008), *Hard Knock Life: Violence against women, a guide for Donors and Funders*, New Philanthropy Capital: London

³⁰ Järvinen, Justine, Angela Kail, Iona Miller (2008), *Hard Knock Life: Violence against women, a guide for Donors and Funders*, New Philanthropy Capital: London

³¹ Butler, P. & Travis, A. (2011) 'Sex trafficking charity loses out to Salvation Army over £6m contract', *The Guardian*, 11 April 2011 <http://www.guardian.co.uk/society/2011/apr/11/eaves-housing-trafficking-salvation-army>

³² Maternity Action (2012) *Guidance for Commissioning Health Services for Vulnerable Migrant Women*. WHEC: London <http://www.maternityaction.org.uk/sitebuildercontent/sitebuilderfiles/guidancecommissioninghealthservvulnmigrantwomen2012.pdf>

controlled services and widespread public information should be available on women's services and support. Where non-specialist generic and public services are provided, delivery activities must be assessed in partnership with women and women's VCOs, to increase their knowledge and engagement and ensure they are relevant and accessible for all women e.g. mandatory training for all front-line staff should include training on women's equality alongside other equality issues. Preventing discrimination against women, alongside other equality groups, should be an integral part of inspection processes and contract monitoring; policies should be reviewed to achieve equality of outcome and to ensure processes that respect the privacy and dignity of women service users and increase the long-term impact of outcomes.

Services to protect against and prevent gender-based violence are largely provided at local level, where the need is based, but the budgets to fund the services and the nature of the commissioning process is largely directed towards the larger national generic provider. Commissioning and procurement practices are squeezing out preventative or specialist service providers due to the economies of scale that larger, generic organisations can provide. However, this does not necessarily translate in to better outcomes for service users.³³

It is only by educating and partnership working with commissioners about the value of women's VCOs specialist services that they can appreciate the wider benefits created by equalities organisations and make fully informed decisions. Increasing gender awareness amongst commissioners will encourage them to actively engage a greater range of voluntary and community organisations in competitive tendering.

We urge commissioners to engage with specialist women's VCO providers, for example women's disability organisations, as a way of ensuring that the diverse needs of communities are appropriately met. The Government must acknowledge the diversity of the female experience and engage a wide range of women's VCOs in the design and delivery of local services.

Local Council for Voluntary Service's (CVS) and infrastructure bodies offer places where statutory partners and civil society organisations can join and work collectively. National specialist organisations, such as Rape Crisis (England and Wales), have experience in supporting connections between statutory partners and their member organisations. Where possible the Government should seek to build on this work and establish strong channels of communication and cooperation between statutory bodies and women's VCOs.

Furthermore WRC would like to improve relations with commissioners by developing a sustained dialogue with them to increase their understanding and recognition of the role and value of specialist women's VCOs in addressing the needs of women particularly those who have experienced marginalisation and violence, e.g. participate at local borough surgeries, which are designed to provide commissioners with opportunities to communicate and engage with women and girls locally, in order to build gap analysis, increase market/supplier knowledge, and assist service design.

³³ new economics foundation (2007) Unintended Consequences: How the efficiency agenda erodes local public services and a new public benefit model to restore them. nef: London. <http://www.neweconomics.org/publications/unintended-consequences>



[London for All](#) is a London Councils funded partnership project to capacity build London's Voluntary and Community Sector.